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Business Longevity of Indigenous Transport Firms in Lagos State, Nigeria: The Role of Key Strategic Factors

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Abstract

Purpose: The study aims to investigate the impact of strategic factors on the business longevity of indigenous family-owned transport firms in Lagos State, Nigeria. It explores key variables such as innovative capabilities, resource allocation, succession planning, digitalization, and family business values to understand their influence on the long-term sustainability of these firms.

Materials and Methods: The research employs a quantitative research design, collecting data through structured surveys. Regression models were used to analyze the effect of the strategic factors (innovative capabilities, succession planning, family business values, etc.) on business longevity. The study is based on a sample of respondents from family-owned transport firms in Lagos State.

Findings: The study found that Innovative capabilities ($\beta = 1.153$, $t = 6.370$, $p < 0.05$), succession planning ($\beta = 1.108$, $t = 1.952$, $p < 0.05$), and family business values ($\beta = 0.915$, $t = 3.176$, $p < 0.05$) significantly affected business longevity. The model explaining these relationships yielded an adjusted R^2 value of 0.564 and an F-value of 109.038 ($p < 0.05$), indicating a strong effect of the strategic factors on business longevity. The research also applies Dynamic Capabilities Theory to explain how family-owned transport firms can achieve sustained competitive advantage.

Implications to Theory, Practice and Policy: Family-owned transport firms are encouraged to enhance their strategic management practices, particularly in the areas of innovation, succession planning, and fostering family business values. Future research should aim to explore broader contexts and consider additional variables beyond those examined in this study, considering the limitations of the current study, such as geographic constraints and cross-sectional data reliance.

Keywords: *Business Longevity, Dynamic Capabilities Theory, Family-Owned Transport Firms, Strategic Factors*

JEL Classification: L25, O30

1.0 INTRODUCTION

Business longevity has increasingly become a focal point for understanding organizational resilience and sustainability, as it reflects an enterprise's capacity to navigate evolving market demands, sustain competitive advantages, and remain adaptable in the face of uncertainties (Ikechi & Olokundun, 2021; Abiola et al., 2023). For family-owned businesses, particularly in emerging markets such as Nigeria, business longevity is not merely an indicator of success but is also integral to sustaining economic activities, maintaining employment levels, and supporting community development. Indigenous transport firms in Nigeria, especially those within Lagos State, a key commercial centre, occupy a crucial position in bridging urban and rural markets. However, these firms face severe challenges that hinder their ability to endure and thrive over time, with consequences that threaten the broader economic ecosystem (Adegbite et al., 2018; Abiola et al., 2023). The operational challenges facing these indigenous transport firms are multifaceted. Poor customer orientation, weak financial structures, limited brand recognition, and underdeveloped internal capabilities frequently undermine their competitive positioning and operational stability (Abubakar et al., 2020; Ibukunoluwa et al., 2022).

In addition, these firms often exhibit deficiencies in resource allocation, innovation, and strategic planning, with gaps in areas like succession planning, digitalization, and the maintenance of family business values (Sulistiono et al., 2023; Ajagbe et al., 2017). These factors collectively reduce these firms' capacity to navigate regulatory pressures, satisfy evolving customer expectations, and achieve sustained profitability, contributing to an alarming decline in their business longevity and overall financial health. While numerous studies across various countries underscore the positive effects of strategic factors on business longevity, such as innovation, resource optimization, and digital integration (Tan et al., 2019; Santos et al., 2022), the specific interplay between these factors and business longevity within Nigeria's family-owned transport sector remains inadequately understood. Research in other regions has highlighted that strategic adaptation, especially in response to market volatility, is essential for family businesses. However, these insights must be contextualized to the unique Nigerian business space, which presents distinct challenges, including economic instability, infrastructural deficits, and an often-restrictive regulatory environment (Rehman & Hamdan, 2023; Bekata & Kero, 2024).

Moreover, indigenous transport firms in Nigeria encounter the added challenge of balancing traditional family values often central to the identity and continuity of these firms with strategic agility and professionalism required for contemporary business operations (Sulistiono et al., 2023). Conflicts stemming from this duality may lead to decision-making inertia, operational inefficiencies, and weakened adaptability, further constraining the firms' ability to endure and thrive (Ginesti et al., 2023). Indeed, familial disputes, resistance to professionalization, and succession-related issues are pervasive within these businesses, potentially impairing their responsiveness to market dynamics and technological advancements.

This study therefore addressed these gaps by empirically investigating the role of strategic factors in influencing the longevity of family-owned transport firms in Lagos State, Nigeria. Specifically, the study explores how critical strategic dimensions including innovative capabilities, resource allocation, succession planning, digitalization, and adherence to family business values impact business longevity within the dynamic Nigerian transport sector. Through a focused exploration of these dimensions, this research aims to contribute valuable insights into the practices that may enhance resilience and adaptive capacity among family-owned transport firms in Nigeria. By examining the intersection of strategic factors with the operational realities of Nigerian indigenous transport firms, this study provides a nuanced understanding of the strategic adjustments necessary for sustaining business longevity in emerging markets. The insights derived not only add to the discourse on family business sustainability but also offer practical implications for policymakers and business leaders. As these firms grapple with unprecedented challenges, fostering an environment conducive to innovation, resource efficiency, and strategic agility is imperative for ensuring their long-term viability and contribution to Nigeria's economic space.

Statement of the Problem

Despite the crucial role that family-owned transport firms in Lagos State, Nigeria, play in connecting urban and rural markets, these businesses face significant challenges that threaten their long-term sustainability and success. Poor customer orientation, weak financial structures, limited brand recognition, and underdeveloped internal capabilities often weaken their competitive positioning and hinder their ability to adapt to market demands (Abubakar et al., 2020; Ibukunoluwa et al., 2022). Additionally, many of these firms struggle with strategic deficiencies in areas such as innovation, resource allocation, and succession planning, alongside a lack of digitalization and failure to modernize (Sulistiono et al., 2023; Ajagbe et al., 2017). Compounding these challenges is the tension between maintaining traditional family values, which are vital to the firm's identity and continuity, and the need for professionalization and strategic agility to remain competitive in an increasingly dynamic market (Sulistiono et al., 2023; Ginesti et al., 2023). This conflict often leads to decision-making inertia, operational inefficiencies, and reduced adaptability, further undermining their capacity for growth and longevity. In addition, familial disputes, resistance to modernization, and issues with succession planning exacerbate the firms' challenges in responding to market changes and technological advancements. Consequently, the business longevity of these firms is at risk, with wider implications for the Nigerian economy, which relies on the survival and success of its indigenous businesses (Adegbite et al., 2018; Abiola et al., 2023). Thus, there is a pressing need to explore the impact of strategic factors—such as innovation, resource optimization, digitalization, and succession planning—on the longevity of family-owned transport firms in Lagos State to enhance their resilience and long-term viability.

2.0 LITERATURE REVIEW

Strategic Factors

Strategic factors within an organisation are critical elements that shape its long-term direction and competitive advantage. They encompass various dimensions, including internal strengths and weaknesses, external opportunities and threats, and the organisation's vision, mission, and values (Momanyi, 2022; Ghaderian et al., 2022; Alarcón-Sánchez & Soriano-Sandoval, 2022). The strategic capabilities of an organisation are influenced by its culture and leadership, which guide decision-making processes and strategic choices (Akhter et al., 2022). By considering these multifaceted dimensions, organisations can effectively assess their strategic factors and develop robust strategies for sustainable success. Key characteristics driving success include innovative capabilities that foster agility and adaptability (Cardarelli & Rocha, 2022), effective resource allocation aligning with strategic goals (Mateen et al., 2022), and succession planning ensuring leadership continuity (Arias-Olmos et al., 2022). Additionally, digitalisation enhances operational efficiency and customer engagement (Ebrahimi et al., 2023), while strong family business values promote cohesion and long-term relationships (Ben Saad et al., 2023).

Despite their advantages, strategic factors also pose significant challenges for organisations. The dynamic business environment, marked by rapid technological advancements and changing consumer preferences, requires organisations to be adaptable and agile to maintain competitiveness (Setyowati et al., 2023). Effective strategic decision-making necessitates a thorough understanding of both internal and external factors, including market trends and resource allocation (Arreola et al., 2021). Balancing short-term goals with long-term sustainability adds another layer of complexity, as organisations must navigate immediate profitability against future growth (Kumar et al., 2021). Furthermore, implementing strategic initiatives effectively demands strong leadership, communication, and employee engagement (Soomro et al., 2020). Addressing these challenges requires strategic foresight and a proactive approach, enabling organisations to thrive in an increasingly complex business space. In this study, the strategic factors of innovative capabilities, resource allocation, succession planning, digitalisation, and family business values are examined as crucial elements that influence a company's long-term direction and competitive advantage.

Relationship between the Strategic Factors

Strategic factors are essential for ensuring the long-term direction, sustainability, and competitive advantage of family-owned transport firms in Lagos State, Nigeria. These factors include innovative capabilities, resource allocation, succession planning, digitalisation, and adherence to family business values, all of which play a pivotal role in business longevity. Innovation enables firms to adapt to changing market conditions and technological advancements, improving operational efficiency and customer service, which are crucial for survival. Effective resource allocation ensures that the firm can withstand economic fluctuations and competitive pressures, while succession planning guarantees leadership continuity, preserving the firm's vision and values across generations. Digitalisation enhances operational efficiency and customer engagement, allowing businesses to scale operations and remain competitive in a digital landscape. Family business values foster trust and cohesion, ensuring long-term relationships and resilience. Despite these advantages, family-owned transport firms in Lagos face challenges such as technological change, market shifts, and economic instability. Navigating these challenges requires strategic foresight, agility, and a proactive approach to decision-making, allowing businesses to thrive and sustain growth over time. By integrating innovation, efficient resource management, strong succession planning, digitalisation, and family values, these firms can enhance their adaptability and resilience, ensuring continued success in an increasingly competitive business environment.

Business Longevity

Business longevity refers to an organisation's ability to maintain operations and achieve long-term success despite evolving market conditions. It encompasses financial, operational, strategic, cultural, and societal dimensions, as detailed by Chirapanda (2020), Goworek et al. (2020), Löhde et al. (2020), Ramadani et al. (2020), and Rajan et al. (2020). Financial longevity ensures stable cash flows and effective resource management, while operational longevity focuses on process optimisation and technological adaptation. Strategic longevity, as highlighted by Goworek et al. (2020), involves continuous innovation to respond to market changes, while cultural longevity promotes a strong organisational culture and employee engagement (Löhde et al., 2020). Societal longevity, meanwhile, integrates ethical business practices and corporate social responsibility, fostering lasting stakeholder relationships (Moya et al., 2020). Together, these dimensions contribute to a comprehensive approach to business longevity, positioning organisations for resilient and adaptive growth in dynamic business environments.

However, achieving longevity presents inherent challenges. Rapid technological advances, shifting consumer preferences, and evolving regulatory frameworks require businesses to innovate continuously and demonstrate strategic agility (Mekniran & Kowatsch, 2023; Kupangwa et al., 2023). Technological obsolescence, inability to anticipate customer needs, and compliance issues threaten organisational relevance and stability. Additionally, geopolitical uncertainties add layers of risk, complicating long-term planning (Conz et al., 2023). Companies must cultivate adaptability, foster stakeholder relationships, and prioritise risk management to remain viable over the long term. Those that navigate these challenges by maintaining effective leadership, supporting innovation, and embedding a customer-focused and resilient culture can enhance their chances for sustained success (Haag et al., 2023; Jahmurataj et al., 2023).

Linkage with Dynamic Capabilities Theory

To integrate the concept of business longevity with Dynamic Capabilities Theory (DCT), this study explored how strategic factors—such as innovative capabilities, resource allocation, succession planning, digitalization, and adherence to family business values—contributed to the long-term success of family-owned transport firms in Lagos State, Nigeria. DCT posited that firms needed dynamic capabilities to adapt to changing environments and reconfigure resources to maintain a competitive advantage. Business longevity, from this perspective, was linked to the firm's ability to sense opportunities and threats, seize them, and transform its resource base to address new challenges (Chirapanda, 2020; Goworek et al., 2020). This theory guided the investigation of how family-owned transport firms cultivated the necessary capabilities to ensure resilience, adaptability, and sustained growth in the face of evolving market dynamics. In this context, the study focused on how innovative capabilities drove strategic longevity by enabling firms to adapt to market shifts, and how resource allocation impacted financial and operational longevity by ensuring efficient use of capital and human resources (Löhde et al., 2020). Additionally, the study examined how succession planning and digitalization contributed to long-term operational continuity, while family business values enhanced cultural and societal longevity by strengthening organizational culture and fostering stakeholder relationships (Moya et al., 2020). By applying DCT, the research assessed the interrelationship between these strategic factors and how they collectively influenced the ability of family-owned transport firms in Lagos State to maintain long-term success.

Empirical Discussion

The findings from empirical research examining the relationship between strategic factors and business longevity reveal significant insights into the importance of various elements across different contexts. For instance, a study in Thailand by Tan et al. (2019) highlighted that innovative capabilities positively influence business longevity, demonstrating that companies' adept at consistently developing new products and services while adapting to changing market conditions are more likely to achieve sustained success. Similarly, research conducted by Ndlovu et al. (2020) in Zimbabwe underscored the crucial role of resource allocation in enhancing the lifespan of businesses. Their findings indicated that effective distribution of financial, human, and technical resources significantly contributes to the continued existence and growth of enterprises. Furthermore, Ahmad et al. (2021) emphasized the importance of digitalisation in the Malaysian context, revealing that businesses that embraced digital technologies not only enhanced their competitiveness but also improved their prospects for survival and growth in the digital era. Additionally, Santos et al. (2022) found that family business values, such as trust, commitment, and long-term vision, play a crucial role in the longevity of family enterprises in Brazil.

The empirical evidence underscores that strategic factors including innovation, resource allocation, digitalisation, and family business values are critical for business longevity across diverse nations. By fostering an environment of continuous innovation, effectively allocating resources, embracing new technologies, and upholding strong family values, businesses can enhance their chances of long-term survival and success. These findings carry significant implications for both businesses and policymakers, highlighting the need to prioritize these strategic elements to cultivate robust and sustainable business environments. As organisations navigate the complexities of the contemporary marketplace, understanding and leveraging these strategic factors will be vital in ensuring their longevity and overall success.

The empirical findings from research examining the relationship between strategic factors and business longevity provide significant insights across various countries, highlighting the importance of innovation, resource allocation, digitalization, and family business values. For instance, Tan et al. (2019) in Thailand found that innovative capabilities positively influenced business longevity, while Ndlovu et al. (2020) in Zimbabwe emphasized the role of effective resource allocation in ensuring continued growth. Ahmad et al. (2021) in Malaysia highlighted the competitive advantage digitalization provides, and Santos et al. (2022) in Brazil underscored the importance of family business values in enhancing longevity. However, to better contextualize these findings within Nigeria, it is crucial to consider specific cultural, economic, and market factors that may impact the effectiveness of these strategies. In Nigeria, challenges such as limited access to technology infrastructure, economic volatility, and rapidly changing regulations may shape how businesses apply these strategies. Additionally, the strong cultural emphasis on family-oriented business practices suggests that family business values could have a more pronounced impact on longevity in Nigeria compared to other regions. Therefore, while these strategic elements are universally important, they must be tailored to address the unique dynamics of Nigeria's business environment.

Theoretical Underpinning

The selection of Dynamic Capabilities Theory (DCT) for the study of strategic factors affecting business longevity in the transportation industry is particularly fitting due to its comprehensive framework designed for organisations operating in dynamic and unpredictable environments. Unlike static theories that focus on stability and equilibrium, DCT emphasizes the need for adaptation, learning, and innovation essential qualities for transportation firms grappling with fluctuating market conditions, rapid technological advancements, and evolving customer demands. This theory encapsulates several strategic elements critical for the sustainability and competitiveness of transportation companies, including innovative capabilities, resource allocation, succession planning, digitalisation, and family business values. By integrating these elements, DCT offers a robust lens through which to examine organisational behaviour and strategy, thereby enhancing the understanding of how transportation firms can navigate complexities and maintain long-term success.

Furthermore, the empirical evidence supporting Dynamic Capabilities Theory significantly bolsters its relevance and applicability to the transportation sector. Cited research by Momanyi (2022), Mzera (2022), Ghaderian et al. (2022), among others, illustrates the theory's broad application across various fields, including academia, healthcare, technology, and family businesses. This empirical foundation not only validates the theoretical framework but also reinforces its legitimacy in informing strategic decisions within the transportation industry. Consequently, leveraging a theory underpinned by substantial empirical research allows researchers to derive practical insights that can aid transportation companies in enhancing their adaptability, innovativeness, and overall prospects for long-term sustainability. Thus, the adoption of Dynamic Capabilities Theory in this study is well-justified, as it effectively addresses the fluid characteristics of the transportation industry while providing a solid empirical basis for understanding the interplay between strategic factors and business longevity.

The selection of Dynamic Capabilities Theory (DCT) for studying strategic factors affecting business longevity in the transportation industry is particularly fitting due to its focus on adaptation, learning, and innovation—qualities essential for firms operating in dynamic and unpredictable environments. Unlike static theories that emphasize stability, DCT highlights the importance of organizational flexibility and responsiveness, which are crucial for transportation firms in Lagos facing market volatility, rapid technological advancements, and evolving customer demands. The theory encapsulates key strategic elements, such as innovative capabilities, resource allocation, succession planning, digitalization, and family business values, which are vital for sustaining and enhancing the competitiveness of transportation companies. By integrating these elements, DCT offers a robust framework for examining organizational behavior and strategy, enabling a deeper understanding of how transportation firms in Lagos can navigate the complexities of their operating environment to achieve long-term success.

Moreover, the empirical support for DCT further validates its application to the transportation sector. Research by Momanyi (2022), Mzera (2022), Ghaderian et al. (2022), and others illustrates the theory's broad relevance across various industries, including healthcare, technology, and family businesses. This empirical foundation reinforces the legitimacy of DCT as a tool for informing strategic decisions within the transportation industry. Specifically, for indigenous family-owned transport firms in Lagos, DCT's principles of flexibility and adaptability are particularly relevant. These firms must contend with infrastructural challenges, regulatory barriers, and unpredictable market conditions, making it crucial for them to develop dynamic capabilities that enable quick responses to changing circumstances. By fostering innovation, reallocating resources effectively, embracing digital technologies, and leveraging family business values, these firms can enhance their resilience and improve their long-term sustainability. Therefore, the adoption of DCT in this study is well-justified, as it not only aligns with the fluid characteristics of the transportation industry in Lagos but also provides a solid empirical foundation for understanding the strategic factors that influence business longevity in this context.

3.0 MATERIALS AND METHODS

The study employed a positivist research philosophy to rigorously investigate the strategic factors influencing the longevity of indigenous family-owned transport firms in Nigeria. This approach was grounded in the belief that knowledge is best acquired through empirical observation and scientific methods, facilitating the establishment of causal relationships between strategic factors and business longevity (Mathotaarachchi & Thilakarathna, 2021; Zyphur & Pierides, 2020). A quantitative research methodology was adopted, utilizing a deductive approach that allowed for hypothesis testing through structured surveys distributed to a comprehensive sample of 420 employees across ten leading transport firms in Lagos State. This choice of methodology was justified by its capacity to provide robust empirical evidence, enabling statistical analysis and informed conclusions (Orlov et al., 2021; Otsuka et al., 2021).

The survey research design was particularly effective in capturing the complex interactions among various independent variables and their impact on the dependent variable of business longevity (Glowka et al., 2022). Employing a total enumeration sampling technique ensured that all eligible participants were included, thereby enhancing the representativeness and validity of the findings (Le & Lei, 2019). The research instrument, a meticulously crafted survey questionnaire, underwent pilot testing to establish its reliability and validity, with adjustments made based on feedback from initial respondents (Bell et al., 2023).

Table 1: Validity Statistics

S/N	Variables	Number of Items	KMO	Bartlett test of Sphericity	Average Variance Extracted	Remark
1	Innovative Capabilities	5	0.638	72.032 (0.000)	0.890	Valid
2	Resource Allocation	5	0.747	67.098 (0.000)	0.681	Valid
3	Succession Planning	5	0.734	72.617 (0.000)	0.682	Valid
4	Digitalisation	5	0.661	45.891 (0.000)	0.710	Valid
5	Family business Values	5	0.712	47.746 (0.000)	0.794	Valid
6	Customer Orientation	5	0.637	59.242 (0.000)	0.738	Valid
7	Financial Strength	5	0.657	58.423 (0.000)	0.653	Valid
8	Growth	5	0.561	82.042 (0.000)	0.657	Valid
9	Internal Capabilities	5	0.804	96.279 (0.000)	0.640	Valid
10	Brand Recognition	5	0.838	110.501 (0.000)	0.658	Valid
11	Corporate Reputation	5	0.715	44.115 (0.000)	0.621	Valid
12	External Environment	5	0.612	56.431 (0.000)	0.622	Valid

Source: Pilot Survey, (2024)

Table 1 summarizes the validity statistics for a questionnaire assessing the impact of strategic factors on the longevity of indigenous family-owned transport firms in Nigeria. The table presents metrics for each research variable, including Kaiser-Meyer-Olkin (KMO) values, which confirm sampling adequacy with all values above 0.5. The Bartlett test of Sphericity indicates a significant relationship among items ($p < 0.001$), affirming the data's suitability for factor analysis. Additionally, Average Variance Extracted (AVE) values exceed 0.5 for all variables, demonstrating effective measurement of intended constructs. These findings validate the questionnaire's variables for evaluating strategic factors affecting business longevity.

Table 2: Reliability Statistics

S/N	Variables	Number of Items	Cronbach's Alpha Reliability	Composite Reliability	Remark
1	Innovative Capabilities	5	0.713	0.950	Reliable
2	Resource Allocation	5	0.838	0.887	Reliable
3	Succession Planning	5	0.843	0.889	Reliable
4	Digitalisation	5	0.720	0.909	Reliable
5	Family Business Values	5	0.770	0.898	Reliable
6	Customer Orientation	5	0.760	0.923	Reliable
7	Financial Strength	5	0.757	0.931	Reliable
8	Growth	5	0.824	0.934	Reliable
9	Internal Capabilities	5	0.896	0.923	Reliable
10	Brand Recognition	5	0.911	0.934	Reliable
11	Corporate Reputation	5	0.746	0.846	Reliable
12	External Environment	5	0.877	0.890	Reliable

Source: Pilot Survey, (2024)

Table 2 summarizes the reliability statistics for research variables in a study examining the impact of strategic factors on the longevity of indigenous family-owned transport firms in Nigeria. The table provides key metrics, including Cronbach's alpha values ranging from 0.713 to 0.911, indicating strong internal consistency as they exceed the acceptable threshold of 0.7. Additionally, Composite Reliability values range from 0.846 to 0.950, further affirming the reliability of the variables, with all values above 0.8. These statistics confirm that the questionnaire is reliable for assessing the effect of strategic factors on business longevity, enhancing the quality and trustworthiness of the collected data for robust analysis.

Data analysis involved both descriptive and inferential statistics, employing techniques such as multiple regression analysis to test the proposed hypotheses and assess the significance of the identified strategic factors (Ismail et al., 2022). By integrating rigorous statistical methods and a structured research design, the study aimed to provide actionable insights into the strategic determinants that could enhance the sustainability and success of indigenous family-owned transport firms in the challenging Nigerian transportation sector.

The regression model used for the study is presented below:

$BL = \alpha_0 + \beta_1 IC + \beta_2 RA + \beta_3 SP + \beta_4 DG + \beta_5 FBV + \mu_i$

Where: BL = Business Longevity,

IC = Innovative Capability

RA = Resource Allocation

SP = Succession Planning

DG = Digitalisation

FBV = Family Business Values

The conceptual model of the study is presented below.

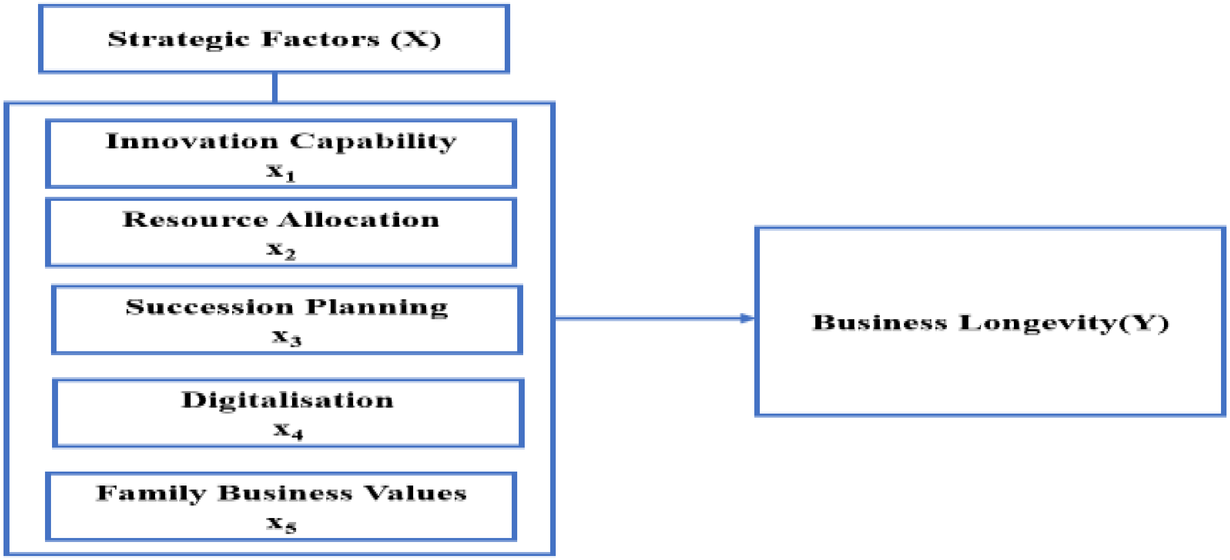

Figure 1: Conceptual Model of the Study

4.0 FINDINGS

The data field data for the study on strategic factors and business longevity of selected transport firms in Lagos state Nigeria was analysed using regression analysis and presented in Table 3.

Table 3: Summary of Multiple Regression Analysis for the Effect of Strategic Factors on Business Longevity of Selected Indigenous Family–Owned Transport Firms in Nigeria

N	Model	*B*	T	Sig.	ANOVA (Sig.)	R	Adjusted R^2	F (5, 417)
418	(Constant)	16.005	3.381	.001	0.001^b	0.774^a	.564	109.038
	Innovative Capabilities	1.153	6.370	.000				
	Resource Allocation	.521	1.852	.065				
	Succession Planning	1.108	3.670	.000				
	Digitalisation	.618	1.730	.084				
	Family Business Values	.915	3.176	.002				
	a. Dependent Variable: Business Longevity							
	b. Predictors: (Constant), Family Business Values, Innovative Capabilities, Succession Planning, Resource Allocation, Digitalisation							

Source: Researcher's Analysis from Field Survey Data (2024)

The multiple regression analysis provides significant insights into the relationship between strategic factors and business longevity in the selected firms. The results indicate that innovative capabilities ($\beta = 1.153$, $t = 6.370$, $p<0.05$), succession planning ($\beta = 1.108$, $t = 3.670$, $p<0.05$), and family business values ($\beta = 0.915$, $t = 3.176$, $p<0.05$) all have significant positive effects on business longevity. These findings suggest that these strategic factors play a critical role in ensuring the long-term survival and sustainability of the indigenous family-owned transport firms. On the contrary, resource allocation ($\beta = 0.521$, $t = 1.852$, $p>0.05$) and digitalisation ($\beta = 0.618$, $t = 1.730$, $p>0.05$) exhibit positive but statistically insignificant effects on business longevity. This suggests that while these factors may contribute to extending the lifespan of the business, their influence is not strong enough to be deemed significant predictors in this context. This result implies that the firms might need to reconsider their resource allocation strategies and digitalisation efforts to make a more substantial effect on their long-term survival.

The correlation coefficient ($R = 0.774$) indicates a strong positive relationship between strategic factor dimensions and business longevity. This implies that improvements in strategic factors are closely associated with enhanced business longevity. The adjusted R^2 value of 0.564 suggests that 56.4% of the variance in business longevity can be explained by the strategic factors under study, with the remaining 43.6% attributable to other factors not included in the model. This high R^2 value highlights the importance of strategic factors in sustaining business longevity, while also acknowledging that other variables influence long-term survival.

The predictive and prescriptive regression models derived from the analysis are expressed as follows:

Predictive Model

$BL=16.005 +1.153IC + 0.521RA + 1.108SP + 0.618DG + 0.915FBV + Ui$

Prescriptive Model: $BL=16.005+1.153\times IC+1.108SP+ 0.915FBV + Ui$

Where:

BL = Business Longevity

IC = Innovative Capabilities

RA = Resource Allocation

SP = Succession Planning

DG = Digitalisation

FBV = Family Business Values

In the predictive model, the equation considers all the strategic factors and demonstrates that business longevity is primarily influenced by innovative capabilities, succession planning, and family business values. The prescriptive model refines this by focusing on the most effectful factors, showing that enhancing these specific dimensions can significantly extend the longevity of the firms. The model also reveals that, in the absence of strategic factors, the baseline longevity of the firms remains at 16.005, suggesting that these firms possess inherent longevity characteristics, albeit at a lower level than when strategic factors are optimized.

The F-statistic of 109.038 (df = 5, 417) at $p<0.05$ confirms that the overall regression model is statistically significant and appropriate for predicting the effect of strategic factors on business longevity. The significance of the p-value further reinforces the strength of the relationship between strategic factors and longevity.

Based on the results, the null hypothesis is rejected. The rejection of the hypothesis is supported by the statistically significant effects of innovative capabilities, succession planning, and family business values on business longevity. This confirms that strategic factors do have a significant effect on the longevity of the selected indigenous family-owned transport firms in Nigeria. The findings emphasize that innovative capabilities, succession planning, and family business values are crucial for ensuring the long-term survival and sustainability of indigenous family-owned transport firms. These strategic factors contribute significantly to creating a robust business foundation that can withstand market fluctuations and competitive pressures. Innovative capabilities enable firms to adapt and innovate, succession planning ensures continuity of leadership and business processes, and strong family business values provide a stable organisational culture that supports long-term success.

Although resource allocation and digitalisation were found to have insignificant effects on business longevity, these areas should not be neglected. Firms may need to revisit their resource allocation strategies to ensure resources are effectively distributed to areas that contribute to long-term survival. Similarly, digitalisation efforts should be enhanced to better integrate technology into business operations, potentially leading to more substantial effects on longevity in the future. In conclusion, the rejection of the null hypothesis highlights the importance of strategic factors in influencing business longevity.

The findings of the study reveal that strategic factors have a significant effect on the business longevity of transport firms in Lagos State, Nigeria. This result aligns with and confirms the findings of various studies conducted in different contexts. For instance, the study by Tan et al. (2019) in Thailand underscores the crucial role of innovative capabilities in extending business lifespan. Similarly, this research reinforces the importance of continuous innovation as a critical factor in sustaining business operations in the long term. By consistently introducing new products and services, businesses in the transport sector can remain competitive, respond to changing market demands, and thereby increase their chances of survival. This alignment with Tan et al.'s findings suggests that innovation remains a universal driver of business longevity, transcending industry and geographical boundaries. Additionally, the study supports the findings of Ndlovu et al. (2020) in Zimbabwe, which highlighted the significant effect of resource allocation on business longevity. The positive effects of efficiently distributing financial, human, and technical resources are evident in the transport firms studied. This result confirms the broader understanding that resource allocation is not merely about funding but involves strategic management of all resources to support business continuity and growth. The consistency between this study's findings and those of Ndlovu et al. further emphasizes that resource allocation is fundamental to sustaining businesses in dynamic and often unpredictable environments. In the context of transport firms, this finding suggests that optimal resource management can enhance operational efficiency, reduce costs, and improve service delivery, all of which contribute to long-term business success.

The findings regarding digitalization also resonate with previous studies, particularly the work of Ahmad et al. (2021) in Malaysia. The significant role of digital technologies in enhancing business competitiveness and longevity is confirmed by this study. The transport firms in Lagos State that have embraced digitalization demonstrate greater resilience and adaptability, like the businesses in Malaysia highlighted by Ahmad et al. (2021). This suggests that the adoption of digital tools is not only beneficial but essential for businesses to survive in today's digital age. The alignment with Ahmad et al.'s findings further reinforces the idea that digitalization is a global phenomenon, with similar positive outcomes across different industries and regions. By integrating digital technologies into their operations, transport firms can streamline processes, improve customer experiences, and position themselves for sustained success. Moreover, the study corroborates the findings of Santos et al. (2022) in Brazil, which emphasize the role of family business values in ensuring business longevity. The values of trust, commitment, and long-term perspectives, which are inherent in family businesses, have been shown to have a positive effect on business survival. This research confirms that such values are equally important in the transport sector in Lagos State, Nigeria. The alignment with Santos et al.'s findings underscores the universality of family business values in promoting business longevity. In the context of transport firms, these values can foster strong relationships with stakeholders, create a stable organisational culture, and support long-term strategic planning. Thus, the research contributes to the growing body of literature that highlights the importance of intangible assets, such as values and culture, in sustaining businesses.

Aligning the findings of this study with the Dynamic Capabilities Theory (DCT) further strengthens the theoretical framework's relevance in understanding business longevity in dynamic environments like the transport sector. The Dynamic Capabilities Theory, which emphasizes the need for businesses to adapt, learn, and innovate in response to changing market conditions, is well-supported by the findings of this study. The significant effect of innovative capabilities, resource allocation, digitalization, and family business values on business longevity aligns with the core principles of DCT. These strategic factors are reflective of the dynamic capabilities that enable firms to reconfigure their resources and strategies to maintain competitiveness and ensure survival. The empirical evidence from this study reinforces the theory's applicability, demonstrating that firms that actively develop and deploy dynamic capabilities are better equipped to navigate the challenges of a rapidly changing environment. Furthermore, the findings of this study illustrate the practical implications of the Dynamic Capabilities Theory in the transport industry. The positive effects of strategic factors such as innovation, resource allocation, and digitalization on business longevity provide concrete examples of how dynamic capabilities can be cultivated and leveraged. For transport firms, this means fostering a culture of continuous innovation, making informed and strategic resource allocation decisions, and embracing digital technologies as part of their core operations. These actions align with the theory's emphasis on adaptability and learning, suggesting that businesses that prioritize these dynamic capabilities will be better positioned to achieve long-term success. The study thus offers valuable insights for both practitioners and scholars, demonstrating the practical utility of DCT in guiding strategic decision-making in dynamic industries.

5.0 CONCLUSION AND RECOMMENDATIONS

The study demonstrates that strategic factors namely innovative capabilities, resource allocation, succession planning, digitalization, and family business values play a crucial role in enhancing various aspects of business longevity for family-owned transport firms in Lagos State, Nigeria. To ensure long-term business longevity, firms should develop and implement a strategic plan that incorporates both succession planning and comprehensive risk management. Establishing clear succession protocols and preparing for leadership transitions will help maintain stability and continuity during changes in management. Additionally, firms should conduct regular risk assessments to identify potential threats and develop contingency plans to mitigate these risks. This includes preparing for economic fluctuations, regulatory changes, and other external factors that could affect the business. A proactive approach to strategic planning, combined with robust risk management practices, will enhance the firm's resilience and sustainability, securing its position in the industry for the long term.

The study contributes to knowledge in multiple dimensions, significantly advancing the conceptual understanding of how strategic factors impact business longevity, particularly in family-owned transport firms. It defines and analyses key variables such as innovative capabilities, resource allocation, succession planning, digitalization, and family business values within a comprehensive framework that elucidates their effects on sustainability and their interrelation with indicators like customer orientation and financial strength. The application of Dynamic Capabilities Theory not only emphasizes its relevance in achieving sustained competitive advantage but also extends its use in the context of family-owned firms, integrating empirical evidence with theoretical discourse. Furthermore, the rigorous quantitative analysis provides robust evidence on the significant effects of these strategic factors on various dimensions of business performance, thus filling existing empirical gaps in the transport sector. Practically, the study offers actionable insights for firms, encouraging the integration of innovation and digital tools while highlighting the importance of effective resource management and succession planning. This comprehensive approach aids family-owned transport firms in developing best practices and navigating industry complexities, ultimately promoting long-term sustainability.

Limitations and Suggestions for Further Studies

The study recognizes several limitations that may impact the generalizability of its findings. Geographically, the research is confined to family-owned transport firms in Lagos State, Nigeria, potentially restricting the applicability of results to other regions or sectors. Furthermore, the reliance on cross-sectional data gathered from structured surveys may introduce biases associated with self-reporting and the static nature of the data, which may not adequately capture dynamic changes over time. While the quantitative approach provided significant insights into the relationships between strategic factors and business longevity, it might overlook qualitative nuances related to organizational contexts and individual experiences. Additionally, the methodology, primarily reliant on regression analysis, may miss complex interactions between variables and the influence of unmeasured external factors, while the sampling technique may still be susceptible to biases that do not fully represent the diversity of family-owned transport firms. These methodological constraints warrant caution in interpreting the results.

To further build on this study's findings, future research should explore several key areas. Expanding the geographical scope to include family-owned transport firms from various regions and countries could provide a more comprehensive view of strategic practices and their regional variations. Implementing longitudinal study designs would enable researchers to capture dynamic changes over time, enriching insights into the long-term effects of strategic factors on business sustainability. Additionally, integrating qualitative methodologies, such as in-depth interviews and case studies, could uncover the contextual nuances and experiences of firm managers, offering a deeper understanding of the practical implementation of strategic factors. Investigating additional variables such as corporate culture, leadership styles, organizational structures, and external economic conditions would also provide a holistic view of the relationships between strategic factors and business performance. Lastly, research into emerging technologies and innovative practices, such as artificial intelligence and digital transformation strategies, can offer forward-looking insights for family-owned firms navigating an increasingly competitive and digital space.

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